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'The New Generation'

"At one point, I was vice president in charge of nothing," recalls 28-year-old Marshall Field V of his apprenticeship at Field Enterprises, Inc., which includes The Chicago Sun-Times and The Daily News, the World Book Encyclopedia and a national news syndicate, among other things. Not that his future was in doubt. His grandfather was a crusading liberal who used the family department-store fortune to start The Chicago Sun as well as the experimental New York daily PM; his father expanded Field holdings to bring in an annual gross income of \$200 million by 1963. Since his father's death in 1965, Field Enterprises has been run by a regency of competent but gray outsiders. This week, after careful grooming, Marshall Field V becomes the publisher of the two Chicago newspapers.

When Field takes up his post, he will face more pressing problems than dealing with the initial skepticism with which veteran staffers everywhere greet new bosses—much less one who is probably the youngest major newspaper publisher in the U.S. For the morning tabloid Sun-Times is still only No. 2; despite recent Sun-Times inroads, the morning Tribune remains bigger in coverage and circulation. The Sun-Times has a limited news hole and the endemic schizophrenia of all Chicago papers: it has endorsed Chicago Mayor Richard Daley at home and GOP President Richard Nixon in Washington. The afternoon Daily News has only recently halted a circulation slide and has yet to develop a strong personality. But Field is unawed by the task. "I've been looking forward to this day since I was 15," he told NEWSWEEK's Don Holt during an interview in his office.

Tutored: Still, the publisher's job came more quickly than he had expected. After graduation from Harvard in 1963, Field pursued his own training program in publishing, working briefly for Random House and then moving to the circulation department of the old New York Herald Tribune. He began an intensive preparation under the tutelage of Bailey K. Howard, a former encyclopedia salesman who will remain chief executive of Field Enterprises. Field even took a whirl at selling World Book door-to-door in the hilly suburbs of Knoxville, Tenn. ("I felt like a mountain goat.") But he spent little time in the newsrooms; "I'm a terrible writer," he readily admits.

Like other Ivy Leaguers his age, Field has moved from Brooks Brothers to sideburns and mod



Newsweek—Jeff Lowenthal

Publisher Field: Mod traditionalist

of the new generation," he says. "I don't feel I owe anything to the past. The toughest thing at my age is to see a problem and want to change it and then run into people, politics, heartache and agony. The faster I can go, the better I will like it. One of the glories of being my age when you come in is that I probably have a better chance of beating the Tribune than anybody else."

Field also wants to test out some of his ideas about journalism. He doubts that journalists can produce well-written stories under daily deadline pressure. "More work goes in per word on a weekly magazine than on a newspaper," he says. "Maybe we can adopt a writing style and a system that would get some of that into the paper ... Newspapers are where the airline industry was in the 1940s. We're going to change, but I can't tell you how."

Field says he will avoid looking over editors' shoulders and will continue to consult with the board that has set edi-

torial policy since his father's death; but the final decision will be his. "I suppose you could call me a very liberal Republican," he says. "I'm less liberal than my grandfather and more liberal than my father. But the major challenge newspapers have is that of polarization—we have to keep people talking." As for the wider responsibilities of Field Enterprises, Field is clear about his goal. "The only real tradition in my family," he says, "is that each successive generation shouldn't blow it. If you can leave the family fortune a little bigger than you found it, well, that's what counts."